



Therapy Services Directorate is a clinical directorate that sits as part of the Clinical and Diagnostic Services Clinical Board. The Directorate has approximately 850 staff, across 6 professional departments including Nutrition & Dietetics, Occupational Therapy, Physiotherapy, Podiatry, Psychology in Healthcare and Speech & Language Therapy working with children, young people and adults across hospital, out-patient and community settings.



The Directorate are supported by a team of admin professionals and includes a range of specialist services including Major Trauma Rehab, Community Stroke Services, Amputee Rehab, Loan Equipment, Wheelchair Services, Moving and Handling, Adult Specialist Weight Management, Chronic Fatigue, Post-Covid Rehab service, Primary Care Psychology and Tyneside Integrated Musculo-skeletal Services (TIMS).



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Therapy Services Strategy 2024-2029

Our Purpose (Our Why)

To provide timely, proactive and preventative therapeutic pathways that promote recovery, rehabilitation and self-management in a psychologically informed care system that improve quality, patient outcomes and experience.

Our Mission (Our What)

We provide high quality, compassionate and trauma-informed psychological and therapeutic services to all who need them across the patient lifespan.

Our Vision (Where we want to be)

To develop the quality, capacity and capability of our Therapy, AHP & Psychology staff and services working with children, young people, adults and older adults across our hospitals, local communities and regionally.

Core Principles (Our Behaviours)

- Listen, engage, involve and effectively communicate with our staff
- Strengthen clinical and professional leadership for AHP, Therapy and Psychology clinicians and teams
- Commit to delivering safe, high quality and trauma informed patient care
- Enhance our collective voice by working collaboratively on shared priorities
- Work together with our MDT colleagues to actively contribute to Clinical Boards and Trust priorities
- Embed sustainability into how we work and develop our services

Strategic Themes (Our Priorities)



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Therapy Services Strategic Priorities

Therapy Services People Plan

To provide a positive, supportive and healthy workplace for our Therapy Services team members where they feel listened to, empowered and valued

Psychology in Healthcare

To lead the provision of psychologically safe and trauma informed care across the organisation and beyond

Therapy Services Children and Young People

Providing excellent specialist services to meet the needs of the children, young people, their families and carer networks

Therapy Services in our Community

Developing and delivering collaborative specialist, proactive and preventative pathways across care settings and in our communities

Therapy Services Acute, Specialist and Critical Care pathways for Adults

Working collaboratively to deliver timely access to high quality, safe and sustainable specialist care, ensuring equitable and accessible provision of care for all

Movement for Change

Improving our populations' health and care outcomes through enhanced rehabilitation, recovery and reconditioning pathways and by supporting people across the life course to participate in meaningful physical activity and live well



Therapy Services People Plan

To provide a positive, supportive and healthy workplace for our Therapy Services team members where they feel listened to, empowered and valued

The Therapy Services People Plan is aligned to the Trust People Plan which is centered around four themes of Health and Wellbeing, Behaviours and Civility, Valued and Heard, Leadership and Management.

Aims:

- To ensure all our staff feel valued, heard, included and empowered to raise concerns and speak up
- To ensure we provide a supportive workplace that promotes standardised and equitable health and wellbeing support for all who wish to access it
- To embed clear standards of acceptable and appropriate behaviour and civility towards each other
- To ensure all services have a detailed workforce, education and development plan to expand the knowledge and expertise of our team through shared opportunities, learning and collaboration
- To strengthen links with education, academic and research partners to prioritise a range of initiatives to improve both recruitment & retention and the development of career pathways for all members of the workforce
- To promote effective, efficient and sustainable services by encouraging all staff to consider new ways to deliver services, supported by job plans to understand demand and capacity



What is our aspiration?

- For all staff within Therapy Services to feel empowered to speak up, listen up and act on feedback
- We aim to provide a positive and healthy workplace where staff feel happy, valued and supported
- For all staff within Therapy Services to have opportunities to learn and develop within their individual career pathways

What do we want to work on?

- Strengthen the links between the trust People Plan and Therapy Services
- Improving collaboration and communication between teams across Therapy Services
- Provide clear, transparent and equitable opportunities for personal and professional development
- To embed principles of equity in our practices including recruitment, appraisal, supervision and training
- Working together through defined opportunities for reporting and sharing

Who is involved and who are the stakeholders?

- Whole workforce – including learners, trainees, students and volunteers
- Integrate ongoing development as part of Therapy Services Strategy group

What will tell us if we are making progress?

- Targeted workforce engagement and feedback
- Staff survey – sustained improvement in response to the staff survey year on year
- Improved workforce data - sickness, retention and turnover
- Increased Therapy Services profile (regionally/nationally/internationally)
- Development/training/leadership opportunities taken up by Therapy Services staff
- Visible diversity across our services that reflects our local population



Therapy Services with Children and Young People:

Providing excellent specialist services to meet the needs of the children, young people, their families and carer networks



Aims:

- To work collaboratively to support the reshaping and development of GNCH
- To develop and expand capacity in PICU and priority specialty pathways
- To develop a Paediatric Major Trauma Rehabilitation service
- To support the “Movement for Change” ambition to: Improve health & wellbeing for children and young people by promoting and increasing meaningful, developmentally-appropriate activity in hospital and at home
- To develop, expand capacity and enhance the community element of children’s therapy services supporting special education needs and explore options for hospital avoidance and quicker discharge i.e. intermediate, step-down models
- To focus on how children and young people are supported across all transition points
- To contribute to the development of services that support children and young people who are autistic, with neuro-diversity, learning disabilities and mental health
- To work with education providers to support children and young people in their education settings



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What is our aspiration

- To address the recognised gap in resources and work towards creating more therapy and psychological support for children and young people
- For all children and young people to develop and thrive to the best of their potential
- For all children and young people to make maximum recovery from illness and injury
- To work with partners in the care of children and young people seamlessly with common aspiration
- To promote healthy behaviours, healthy environments and reduce health inequalities both within services and the wider community

What do we want to work on?

- Enhance / strengthen and make more transparent opportunities for income generation
- Work with business and HR to develop supported models of services bought in by schools and other NHS Trusts
- Help nurture expertise in the region

Who is involved and who are the stakeholders?

- Therapy Services Paeds Development Group
- GNCH and Paediatric Cardio Directorate teams
- Community partners in Family Health Board and NCC
Local authority
- Strengthen our relationship with the Great North
Healthcare Alliance

What will tell us if we are making progress?

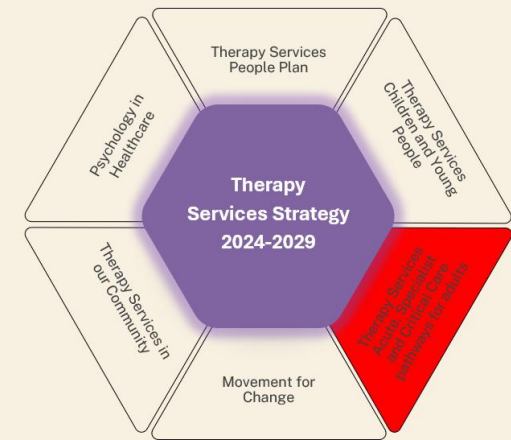
- Increased service and staffing capacity
- Optimisation and effective use of skills
- Reducing bed days
- Reducing follow-up clinic appts
- Patient / parent experience
- Reduce waiting times



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Therapy Services Acute, Specialist and Critical Care pathways for Adults

Working collaboratively to deliver timely access to high quality, safe and sustainable specialist care, ensuring equitable and accessible provision of care for all



Aims:

- To develop and expand our capacity in Acute, Specialist and Critical Care settings so that our skilled workforce can provide quality care and improved outcomes
- To support the “Movement for Change” ambition to: Improve and expand our emergency, urgent care and specialist hospital pathways so that our skilled workforce can provide quality care and improve outcomes through personalised prehab and rehab interventions
- To improve and expand our emergency and urgent care pathways so that our skilled workforce can continually improve care and patient experience through personalised rehabilitation
- To work together with partners in the system to ensure joined up and coordinated care, supporting discharge and safe step down/transition from services



Our aspiration

- We aim to work with key partners across the system to explore and deliver innovative working models for optimum service delivery
- We intend to use population health management approaches to move towards greater prevention and proactive care models

We want to work on?

- Understanding the current demands for each of the services
- The development of clear and robust service specifications with appropriate staffing
- Embedding quality improvement at all levels
- Developing true multi profession working and collaboration
- Supporting optimal discharge planning, that promotes prompt access to therapy, to facilitate early supported discharge

Who is involved and who are the stakeholders?

- Therapy Services workforce
- Staff working across all Clinical Boards
- Strengthen relationship with Great North Healthcare Alliance

What will tell us if we are making progress?

- Measurably increased capacity
- Improved patient outcomes
- Reducing bed days
- Patient experience
- Reduce waiting times
- Safe, timely discharge
- Access to the right care, at the right time, with connected teams and information



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"Movement for Change" :

Improving our populations' health and care outcomes through enhanced rehabilitation, recovery and reconditioning pathways and by supporting people across the life course to participate in meaningful physical activity and live well.



Aims:

- To improve health & wellbeing for children, young people, adults and older people by promoting and increasing meaningful, accessible and relevant physical activity in hospital and at home
- To improve and expand our planned surgical and hospital pathways so that our skilled workforce can provide quality care and improve outcomes through personalised prehab and rehab interventions
- To improve and expand our emergency and urgent care pathways so that our skilled workforce can continually improve care and outcomes through personalised rehabilitation.
- To improve and expand our community, long-term conditions, frailty, falls, cancer and palliative care pathways so that our skilled workforce can provide quality care and improve outcomes through personalised rehabilitation
- To embed education for staff within Therapy Services to promote physical activity champions conversations with patients as part of routine care
- To provide education to promote physical activity as a way of preventing ill health / improving health across Newcastle



Our aspiration

- We aim to improve the health and care of our local population by targeting physical inactivity both in and out of the hospital
- We intend to enhance the profile of physical activity as a tool to improve health and longevity by increasing knowledge within our workforce
- We intend to enhance the range of physical activity options available to patients across the Trust and encourage engagement with meaningful PA regardless of age or condition
- We intend to support the education and practice development of staff to deliver frailty-aware care and falls

We want to work on

- Understanding what the current prehab, rehab and physical offer is currently for children, young people, adults and older people across community and hospital services in the Trust'; to help us develop appropriate care pathways
- We want to offer Physical Activity Champion (PAC) training to all staff across Therapy Services
- Improving staff awareness and recognition of frailty, sarcopenia and falls risk and therapy interventions to support ageing and living well
- Better understand the rehab needs within current service caseloads; this will help inform capacity and pathway development

Who is involved and who are the stakeholders?

- Therapy Services staff
- Staff from across all clinical boards
- Social prescribers
- North East Physical Activity Partnership (RISE)
- Community Partners (e.g. Healthworks, GLL)
- Newcastle United Foundation
- National PAC team
- Newcastle City Council
- Newcastle Hospitals Charity
- Regional Frailty partners

What will tell us if we are making progress?

- Increased number of staff trained in physical activity conversations (PAC)
- A Physical Activity Champions network for the Trust and with other stakeholders
- Expansion of interventions / services targeting PA both in and out of hospital
- Clearly mapped out structure of current and potential PA provision across Newcastle
- Increased numbers of staff trained in Delivering Frailty-Aware Care
- Improved documentation of frailty/sarcopenia/falls risk in EPR

Therapy Services in our Community:

Developing and delivering collaborative specialist, proactive and preventative pathways across care settings and in our communities



Aims:

- To work in partnership with Clinical Boards, Social Care, Primary Care and 3rd sector stakeholders to develop and deliver services together in local communities
- To develop and expand capacity in our specialist pathways including Frailty and Cancer pathways so that our skilled workforce can provide optimum care
- To develop and expand proactive and preventative community-delivered services
- To support the “Movement for Change” ambition to: Improve and expand our community, long-term conditions, falls, frailty & sarcopenia, cancer and palliative care rehab skilled workforce to provide quality care and improve outcomes



Our aspiration

- To seek opportunities to work collaboratively both within Therapies, and with partners across health and social care, to deliver high quality services in the community which optimise health outcomes
- To identify health inequalities and address variation in access to Therapies and PiH
- To promote physical and psychological well-being for patients through health promotion and self management practices.
- Parity of physical and mental health care for all patients

We want to work on

- Improving the integration of staff and pathways which span community services; taking a collaborative, pro-active approach to supporting those with long term conditions out of hospital
- Improving the use of Data and digital technology to deliver services and to capture outcomes
- Improving high-quality clinical skills which support first contact practice and trauma informed care
- Expand and standardise a universal offer of care to prevent ill health and encourage self management
- Multi professional task and finish groups to have oversight of pathways, ensuring collaboration, and understanding of gaps and overlap

Who is involved and who are the stakeholders?

- Engage with commissioners/ICB to agree community specifications which provide the capacity and capability to deliver high quality Therapy services
- To increase engagement with Patient / service user groups
- To collaborate with all clinical boards, Social services, community partners and Primary care staff

What will tell us if we are making progress?

- To embed patient reported outcome measures, and patient experience tools into community pathways, and enable ongoing evaluation
- To review inappropriate and avoidable admissions/ referrals to secondary care as part of pathway evaluation
- Reduction of health inequalities to be measured by access to pathways and services

Psychology in Healthcare

To lead the provision of psychologically safe and trauma informed care across the organisation and beyond



Aims:

- To provide high quality, inclusive, timely evidence-informed psychological care across the organisation and beyond, so that patients, their families, caring networks and our staff can thrive
- To evolve our service by developing practice models and utilising technology to aid effective use of resources
- To celebrate our achievements and strengthen our workforce through succession planning and professional development
- To contribute towards growing the future generation of psychological professionals and trauma-informed practices across the trust and beyond
- To develop and produce theory, practice and research in the field of Psychology in Healthcare and lead the field in co-producing services for marginalised and underserved patient groups



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Our aspiration

- Start intervention sooner, grow resilience from the start
- Reduce health and service inequalities, increase workforce diversity
- Use technological advances / better IT systems that reflect / manage what we do
- Gap analysis clarity – work to get gaps get filled
- Provide an equitable psychological offer to staff and patients
- Co-design and co-production to be a fundamental principle of all service development and delivery

We want to work on

- Operationalise stepped care models of service delivery
- Build psychologically safe, trauma-informed collaborative MDT approaches across the trust and beyond, so reducing systemic distress / moral injury for staff and patients
- Develop digital models of care / better utilisation of space
- Co-producing services for marginalized and underserved patient groups
- Provide recommendations for a trust-wide psychological support service

Who is involved and who are the stakeholders?

- Psychology in Healthcare system partners
- Mental Health service providers
- NHSE
- All NUTH staff – psychologically safe and trauma-informed care is everyone's business

What will tell us if we are making progress?

- Improvement of measures of well-being for patients and staff
- Improved patient experience and outcomes
- Improved staff retention and individual growth
- Better balance of time for the range of psychological tasks